| Interfunctional
Course Number: 22:621:543
Course Title: Integrated Business Applications- Team Consulting |

COURSE DESCRIPTION

The MBA Team Consulting class is a capstone MBA course designed to provide students with a fieldwork experience that is multifunctional in nature. The class is structured as a consulting engagement and allows students to apply the skills learned in their core classes. At the end of the course, the student teams present their recommendations and a final written report to their clients. In this respect, the teams will solve a "real-life" business problem or will work to capitalize on a "real-life" business opportunity for their clients.

The course learning is supported by the textbook, the "McKinsey Engagement", which is "a powerful toolkit for more effective team problem solving" and provides additional content and structure for the class. This is an opportunity for students to develop their business skills, i.e. problem solving, critical thinking, teamwork, teambuilding, communications, presentation and project management skills. Current Team Consulting clients include:

Rutgers Team Consulting Key Clients

Recent Clients
Pfizer
Johnson & Johnson
Bayer
Prudential International
United States Air Force
Gucci Fashion Group
Quest Diagnostics
Rutgers Institute of Translational Medicine
GlaxoSmithKline
Broadridge Financial

COURSE MATERIALS

Required material:

· The McKinsey Engagement, Paul N. Friga, Ph.D., McGraw Hill, ISBN: 978-0-07-149741-1. This textbook is "a powerful toolkit for more effective team problem solving".

Recommended material:

· The Experiential Student Team Consulting Process, 3rd Edition, Cook and Belliveau, Cengage, 2008, ISBN 978-1-4266-4465-8. This book is more about the course and how to approach business challenges, rather than your project.

It is expected that you will use all resources from your core classes to support this course. In addition, I can also arrange for other faculty members to assist you in a specific area such as Marketing, Supply Chain, Statistics, and Finance if needed. Finally, the following sources of consulting updates may also prove useful: Bain Insights, McKinsey Quarterly, Deloitte Insights, BCG Strategic Institute publications, Harvard Business Review and Sloan Management Review.

LEARNING GOALS AND OBJECTIVES

The major learning goals of this course are:

(1) Business Knowledge:

Students, who complete this course, will gain practical hands on experience applying academic learning to "real life" business problems and opportunities. Students will work directly with clients and will make recommendations to the organization based on data analysis. Acquiring this knowledge and skills helps you to cope with issues you will face in the business world and makes you much more marketable to prospective employers.

(2) Ethical Judgement:

Students, who complete this course will develop an ability to critically evaluate unstructured strategic business issues and decisions and develop innovative and ethical solutions.

(3) Effective Communication:

Students, who complete this course will enhance their ability to construct and deliver clear, concise, and convincing oral and written business communication.

(4) Enterprise-wide perspective:

Students who complete this course will utilize multifunctional methods and tools of analysis in problem solving real life business issues. They will become more effective and valued managers because they will be better able to solve problems and capitalize on business opportunities aligned with their employer's strategic priorities

ACADEMIC INTEGRITY

I do NOT *tolerate cheating*. Students are responsible for understanding the RU Academic Integrity Policy (http://academicintegrity.rutgers.edu/).

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance via e-mail. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details.

It is required that all students attend each class and stay in the team breakout rooms until the end of each class.

LEARNING EXPERIENCE

- Apply academic learning's to "real-life" business project within a tight schedule.
- Utilize multifunctional methods and tools of analysis in problem solving. The textbook, the "McKinsey Engagement", will provide additional content and structure to help in solving the "real-life" business projects.
- The faculty advisor will provide feedback on the work plan, the analysis, final recommendations, and the final report.
- Work effectively with a team.
- Serve multiple stakeholders: the client, the course professor, the faculty advisor, and your team. Each of these stakeholders will provide a component of your course grade.
- Communicate professionally and effectively.
- Make recommendations to a firm or organization based on data analysis.
- Develop and facilitate a project plan.
- Recognize and conceptualize a complex issue into a clearly written summary.

This course provides an opportunity to work as a team to solve real-time, real-life business opportunities, And our Clients have benefitted from Rutgers Team Consulting.

Students develop these skills and knowledge through the following course activities and assignments.

Written Assignments:

The major written assignments are:

- Letter of Engagement (LOE) – A working "contract" prepared in collaboration with the client defining the scope, the timing and the deliverables of the project.
- Weekly Interim Reports -- As specified in the LOE.
- Final Written Report – This is a written report based on analysis of primary and secondary research, and delivered to the client at the end of the project per the LOE.
- Final Presentation -- This is a PowerPoint presentation of the final report, rehearsed before the last week of class, and presented on the last week to the Client.

Teams are required to submit weekly activity reports by Friday of each week. The format is specified on Canvas.

<u>Teaching Method</u>

The semester is divided into three phases:

1. Definition of the Engagement

2. Research, Analysis, Creation of Deliverables

3. Finalize Analysis, Report and Presentation

Weekly conference calls with the Client are required, plus weekly team meetings with the Professor to review the project status, make necessary assignments, review & analyze data and draw conclusions.

Rutgers Team Consulting has many benefits:

Team Consulting has many Benefits

A partnership with Rutgers Business School offers benefits to Companies and MBA students

Client / Company	MBA Students
• **Students** ✓ Multidisciplinary backgrounds ✓ Extensive work experience • **Resources** ✓ Access to RBS' outstanding libraries and information systems ✓ Access to faculty researchers and advisers • **Deliverables** ✓ Thorough assessment of client's business challenges ✓ Data analysis, business proposals ✓ Meaningful **Recommendations**	• **Opportunity to work on real-life projects:** ✓ Assess COMPLEX business problems ✓ GET CHALLENGED - RESPOND ✓ Provide practical solutions to business problems and challenges ✓ Go beyond the norm ✓ Prepare students for successful business ventures in sustainable organizations

2

GRADING POLICY

LOE and Chapter deliverables (team) 15%

Written report (team) 15%

Oral presentation (individual & team) 20%

Client Grade (team) 25%

Advisor and Team Feedback (individual) 25%

Final grade:

A 93+

A- 90 – 92.9

B+ 87 – 89.9

B 80 – 86.9

C+ 77 – 79.9

C 70 – 76.9

D 66 – 69.9

F < 65

Written report evaluation criteria*
- The Report reflects a careful analysis of the client's needs and a substantive identification of underlying problems rather than surface symptoms.   - The report has an executive summary that professionally outlines the work statement, problem identification, methodology, and major recommendations.   - The report is written entirely for the client's benefit and therefore has language, explanations, and illustrations that are easily understandable by the client.   - The scope of the report reflects a thorough, in-depth analysis of the business and its management system with thoughtful solutions/recommendations.   - When financial ratios, graphs, and management terminology are used, the student team provides a clear explanation of exactly how these analysis tools relate to the client's specific situation.   - The analysis and recommendations flow in a logical relationship and have a solid rationale grounded in excellent management practice/knowledge.   - The root problems or opportunities for improvement are addressed forthrightly with pragmatic, highly useful recommendations.   - Specific action steps for implementing the important recommendations/solutions are presented with consideration given to feasible cost, time, and personnel requirements.   - The final report MUST be in a professional format. Copies can be made at school and then formatted at Staples or comparable stores for final design.

* Source: Small Business Institute®

Presentation:

· A bulleted PowerPoint of the written report, including charts, graphs, and other supporting data.

· Prepared with the objective to present the Team's recommendations, and promote discussion with the client.

· It is not to be read, but discussed.

· I am available to improve your presentation skills in a separate meeting.

COURSE SCHEDULE

		Topics / Readings / Meetings
Week		
		Phase 1: Definition of Engagement
Week 1		General Session: Course Introduction – Session on Team Consulting

		Review of Projects Client assignment - Team Formation and Organization Weekly status report sent to Canvas

Week 2		Read the "McKinsey Engagement" textbook Chapters 1-2: Content: Team Communication, Attentive Listening, Set Expectations
		
		Prepare for Client Meeting
		
		Meet with Client: Kick-Off meeting
		
		    - Discuss project scope and deliverables
		
		    - Review background and data
		
		First Draft of Letter of Engagement (LOE)

Week 3		Read the "McKinsey Engagement" Chapters 3 -4: Content: Leverage Expertise, Team Accountability, Timely Feedback Revise LOE draft in class – send to client and advisor for review Meet with Rutgers Librarian Develop research plan and timing
Week 4		Read the "McKinsey Engagement" Chapter 5: Content: Identify Key Questions, Develop Issue Tree, Formulate Hypothesis Finalize and sign the LOE Conduct secondary research for Client assignment Present learnings from Textbook Chapters 1-5

		Phase 2: Research, Analysis, Creation of Deliverables
Weeks 5 - 11		Conduct Primary and Secondary Research and Analysis Weekly team meeting review of progress (Client / Advisor) Read the "McKinsey Engagement" Chapters 6 – 9: Create Content Map, and Ghost Charts. Start to Collect Data, Design Story Line Present learnings from Textbook Chapters 1 - 8
Wk. 7/8		**Midpoint Presentation to Client**
		Phase 3: Finalize Analysis, Report and Presentation
Week 12		First draft of Written Report due (prior to class on BB) First draft of PowerPoint Presentation due (prior to class on BB) - present first draft of PowerPoint to professor
Week 13		Teams present dry run Presentations Second draft of Final Written report due (prior to class on BB)
Week 14		**Final PowerPoint Presentation to Client** (face to face) Final Written Report due to Client

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the

Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at http://vpva.rutgers.edu/.

[Rutgers University-New Brunswick incident report link: http://studentconduct.rutgers.edu/concern/. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via https://temporaryconditions.rutgers.edu .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/]

[Rutgers Counseling and Psychological Services–New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: http://health.newark.rutgers.edu/]

[Rutgers Health Services – New Brunswick: http://health.rutgers.edu/]

If you are in need of *legal* services, please use our readily available services: http://rusls.rutgers.edu/

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc

[Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter]

[Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

[Optional items that many faculty include:

 - Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]